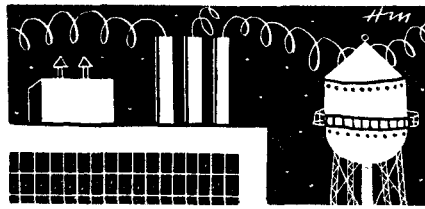


to milling technology and the marketing of flour at home and abroad are duly recounted; but, as is quite proper in commemorative books of this type, the story is framed in an exhibit of worshipful executive portraits.

The Washburns were an extraordinary Down East family which simultaneously in the 1850s supplied three Congressmen from three different states—one from Maine, a second from Illinois, the third from Wisconsin. For all of their success in flour milling the Washburns' failure to concentrate exclusively on business was probably what left them second to Pillsbury in their chosen line. It is a characteristic weakness of Mr. Gray's book that the Pillsburys get but the scantiest mention though they, not the Washburns, actually dominated the milling industry. The author's approach is not unlike that of the standard TV entertainer who would rather die than fail to strangle any rising reference to a competitor on time purchased by his sponsor.

Mr. Gray's account of the creation of General Mills itself and its history in the extraordinary quarter-century of the Great Depression, the New Deal, the Second World War, and atomic power takes up the next portion of his book and is marked by the same unreality as the early part. The last third of the work is a salaam to the corporation's avowed awareness of its responsibility to its workers, its customers, its shareholders, its Government, and "research."

Actually General Mills and the people who have headed it own a record worthy of the most serious analysis and have no apparent grounds for concern over what such an analysis



might disclose. There is no point in blaming toilet water for not being perfume; Mr. Gray's example of business history has a nice scent, but it has no lasting qualities. It is too bad the corporation did not order something better.

**M**R. TWYMAN'S history of Marshall Field up to the death of the founder in 1906 is a much more painstaking performance than Mr. Gray's and rather harder to read. Serious students of American business history will be in this author's debt for his detailed account of early Chicago retailing, for his analysis of Potter Palmer's success, and especially for his discussion of those characteristics of the saturnine Mr. Field which carried him to the head of his business. Marshall Field started out as a dry-goods wholesaler who reluctantly took on the retail side of the Potter Palmer business he bought out in 1865. For most of the next forty years wholesaling thrived as local merchants dotted the developing West and turned to the Chicago metropolis for goods and credit. As Chicago itself grew in population and above all in wealth, however, Marshall Field's line of the latest and best importations from Europe drew the carriage trade to his retail store. In the 1890s little Chicago girls were skipping rope to this doggerel:

All the girls who wear high heels  
They trade down at Marshall  
Field's  
All the girls who scrub the floor,  
They trade at the Boston store.

Mr. Twyman's volume is the first of a projected two-volume history of Marshall Field. Perhaps the elegant store itself will undertake to make the resulting set physically more attractive than the present example of cramped type and clumsy format. If that could be arranged without impinging on the author's freedom company and public might look forward to a doubly valuable work if not a popular one.

I do not want to leave the impression that there have been no first-rate histories of American business firms. Two such histories of companies not altogether dissimilar to those under review come immediately to mind: Thomas C. Cochran's history of the

Pabst Brewing Company, and at all Boris Emmet's and John E. Jew "Catalogues and Counters, a History of Sears, Roebuck & Company." The models leave all the less excuse General Mills.

Company histories have been produced nowhere in such numbers in the United States in recent years. Perhaps this has been one of the products of the excess-profits tax which will fall off with the end of that. That would be unfortunate. The modest power of great corporations, their own increasingly frequent assertions of their awareness of their social responsibility combine to make it salutary that the beam of "publicity" be focused upon them.

## Relations Excellent

**TWO SIDES OF A PAYROLL WINDOW:** Employers, owners, employees, and union managers are wide apart on long-range goals according to Alexander R. Heron, which makes it all the more imperative that all cooperate in working out "Reasonable Goals in Industrial Relations" (Stanford University Press, \$3). Mr. Heron bluntly defines the divergent interests of these groups and advises that for the sake of harmonious industrial relations it is better to do well to stake out economic, social and political boundaries in order to minimize conflicts. As an industrial consultant Mr. Heron has extensive conference-table experience which converts into challenging and controversial observations. Characteristic of his views is the suggestion that "business enterprise should avoid any attempt to mold the social thinking of individual workers or individual managers into that shape which management thinks desirable. A business enterprise has no responsibilities to the conscience of those people who work for it . . . or contribute to it as investors." So-called economic education, although essential, and similar indoctrination not directly related to specific working relationships between employer and employee fall into the "touchy" category and become the responsibility of employee groups, Mr. Heron sees it. On the question of the wage-price see-saw he rejects those formulas which claim that the whole value resulting from increased productivity of the economy should be redistributed in the form of wages; he sees the need for channeling some of the results of increased productivity into efforts to reduce costs of production. Although Mr. Heron's presentation is repetitious and far from organized, his views have enough unorthodoxy to stimulate "economic" thinking.

—SIEGFRIED MANDEL

### FRASER YOUNG'S LITERARY CRYPT NO. 609

*A cryptogram is written in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 609 will be found in the next issue.*

CPKJRLD OPDH LPJ

TVFLMD EDL; BJ RLEFHGH

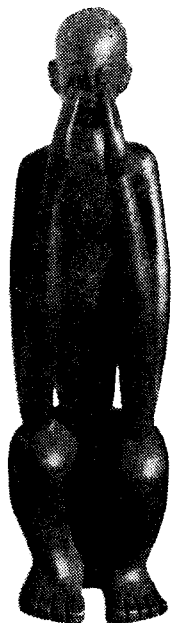
JVDE. EED. LDTGDK

*Answer to Literary Crypt No. 608*

Put not your trust in vinegar—  
molasses catches flies.

—Eugene Field.

# HAITI: *The Black Republic*



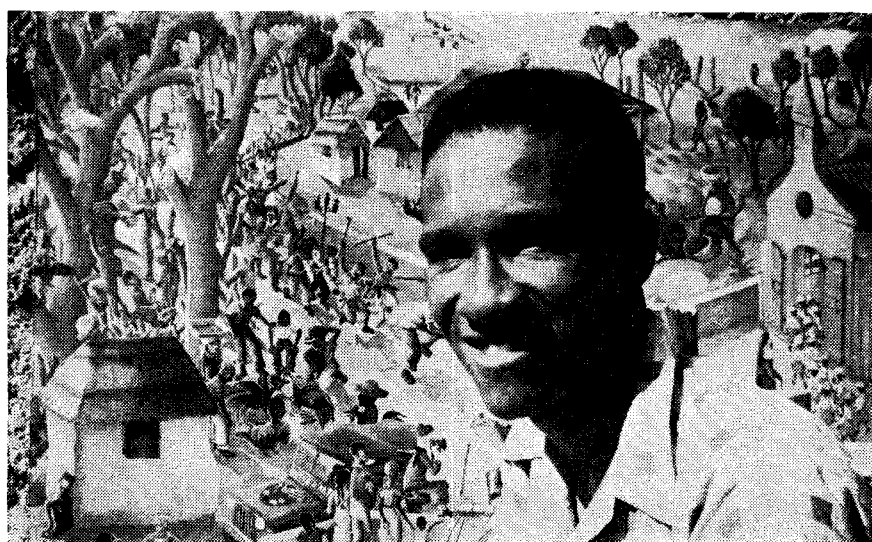
**S**ELDEN RODMAN, who certainly gets around, has distilled his nine trips to Haiti into "*Haiti: The Black Republic*" (Devin-Adair, \$5), 168 splendid pages of history and guide information about possibly the most arresting 11,000 square miles of our hemisphere. Not a subject has been bypassed: Columbus's discovery in 1492, the revolts of Toussaint L'Ouverture, Christophe, and Dessalines, the country's people, politics, and, of course, *vaudou* are discussed thoroughly, if briefly. At once a poet and art critic, Rodman, who played an admirable role in directing the magnificent murals in the Cathedral St.-

Trinité in Port-au-Prince, does a particularly valuable service in chronicling the renaissance of art in the country. Altogether it's a book that should have been around a long time ago, but wasn't, and Rodman has done everyone, Haitians as well as Americans, a good turn by writing it. For the tourist there is a first-rate batch of information about what to see, where to go, what to eat, etc., that could have been assembled only by someone who knows Haiti inside out. Illustrated with forty-eight half-tone illustrations, some samples of which are reproduced on this page.

—BERNARD KALB.



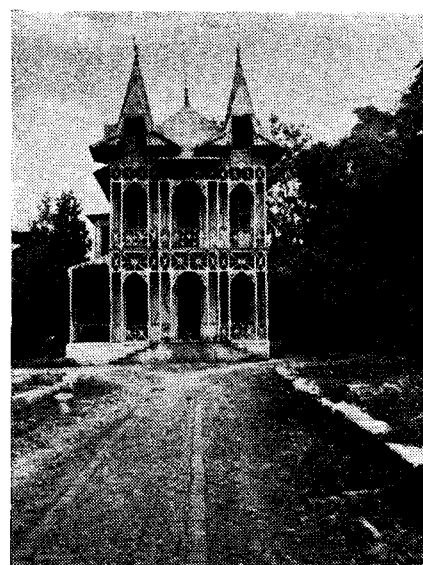
*Vaudou* participant in "possession."



Wilson Bigaud paints haircuts, dice-games, cock-fights.



Haitian poets—"poetry is . . . a man's capacity to . . . reflect his world."



Port-au-Prince chateau.